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CIA PROGRESS REPORT

COPY NO. 2

COPY: Annex 1 (Administration)
Part 2, Section 5

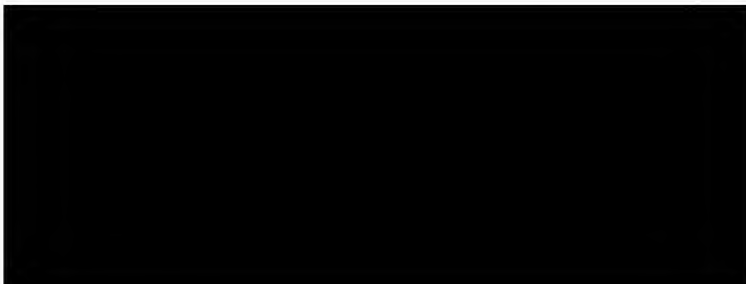
DRAFT: CBH Rewrite for DD/A Comment/Approval
11 December 1951

Rapid growth of the agency during the last fifteen months has not left it without growing pains. Indeed so urgent has been the need for expansion that CIA has suffered the inevitable consequences of expansion in haste. With a premium on growth, the agency was sometimes obliged to sacrifice stability for pace.

Statistics help to illustrate the agency's rapid rate of expansion:



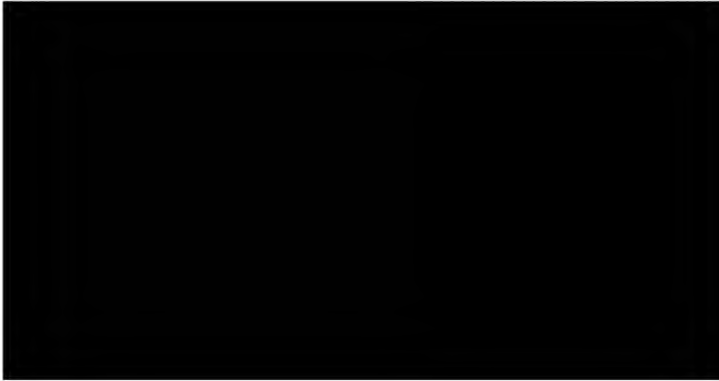
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This mushrooming development has exacted its price in efficiency of administration. Perhaps nowhere was the slack more apparent than in personnel where emphasis on recruitment was permitted to retard systematic in-service placement. This failure not only militated against efficient utilization of the agency's manpower but it has likewise had a detrimental effect upon employee morale.

While not undercutting present-day emphasis on personnel recruitment, CIA has undertaken an overhaul of personnel practices in an effort to stabilize and improve personnel administration. In July 1951, an Assistant Director for Personnel was named and his field of authority extended. In the intervening months, this new Assistant Director has surveyed policies, procedures, and organization of the personnel office. The innovations he recommended are now being introduced. Agency manpower requirements have been plotted and scheduled, personnel

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have been simplified and standardized, and CIA has clarified its relationships with Selective Service and with Defense.)

→ Low? And what has been the specific improvement in our relationships are concerned.

Since its establishment CIA has found it difficult to retain its highly-specialized skilled personnel.

Until recently, the agency has been handicapped by the

doubts that exist in the minds of so many employees on

the permanency of an intelligence career. These doubts

have not only discouraged qualified persons from joining

the agency (but they have also induced trained officers

→ Do we have the statistics on this. I doubt if they would support this statement.

to leave it for more rewarding careers.) Consequently the

agency has come to grip with the need for developing a

career service that will attract trained men with

continuity in specialized tasks. To provide satisfactory

inducements for careerists, CIA has drafted a career ser-

vice program which it soon hopes to put in play.

(Great progress has been made in eliminating the

agency's traditional preference for military personnel in

top-drawer policy positions. Until October of 1950, this

policy of military favoritism discriminated against

civilian careerist personnel.) Today the tendency has been

reversed. The chairs of all three Deputies and all eleven

Assistant Directors are occupied by civilians.

This cannot be objectively supported in any way. The actual facts indicate the exact reverse.

On 1 Oct 1950 only senior positions held by military personnel were the DCS and ADSD.

The agency policy for years has been to reduce military personnel in key positions & effective results were obtained before Oct 1950.

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But while marked improvement is already distinguish-
able in CIA personnel practices, this area remains one
of the softest spots in administration. Further improve-
ment is needed in personnel management, greater emphasis
must be given in-service placement, and the career ser-
vice must be expanded. Here, too, it is essential that
the agency determine the extent to which this activity
can be consolidated from a single office for both covert
and overt activities.

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